Getting Work Done
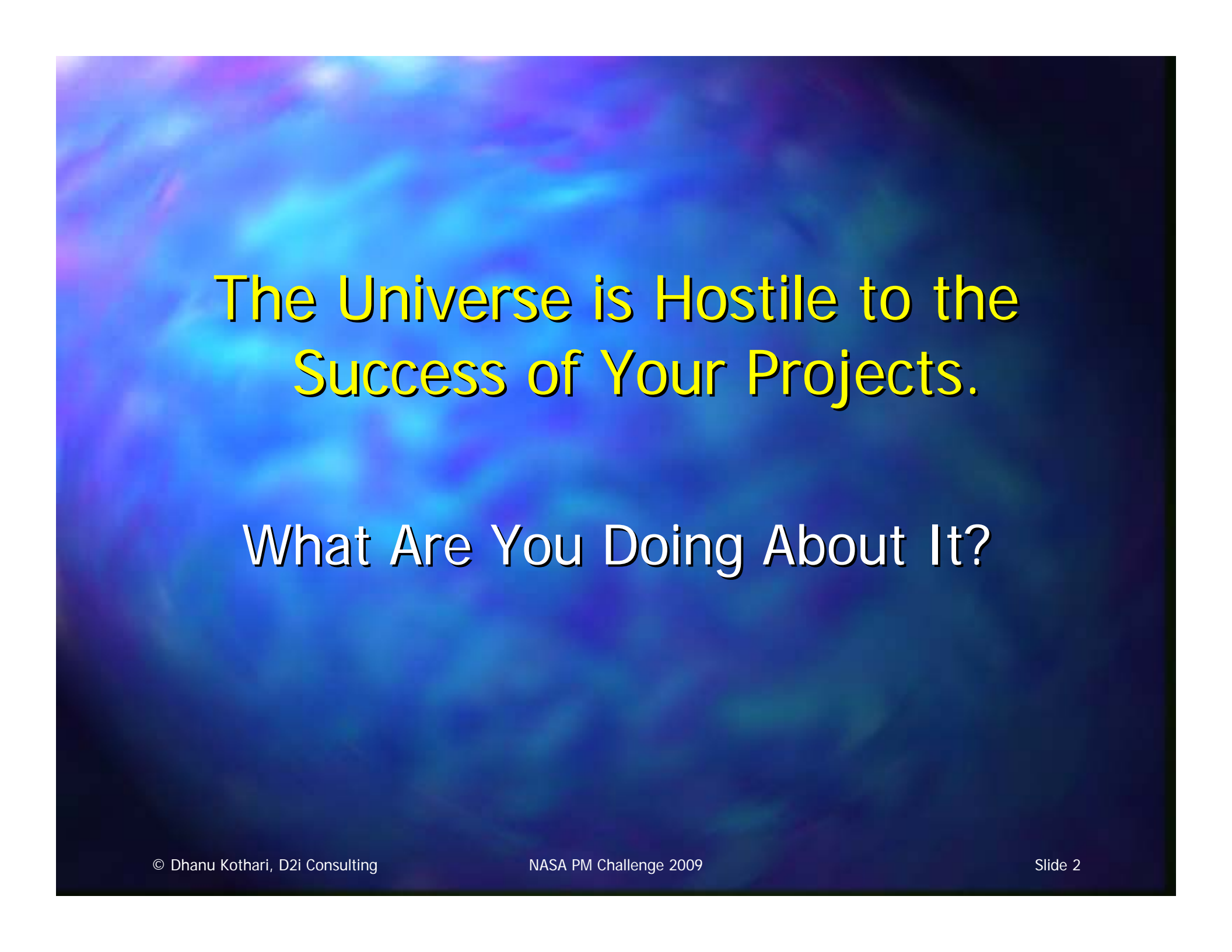## The Human Side of Project Management

NASA PM Challenge 2009

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D2i Consulting

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Sr. Program Mgr.
HP Canada Ltd.

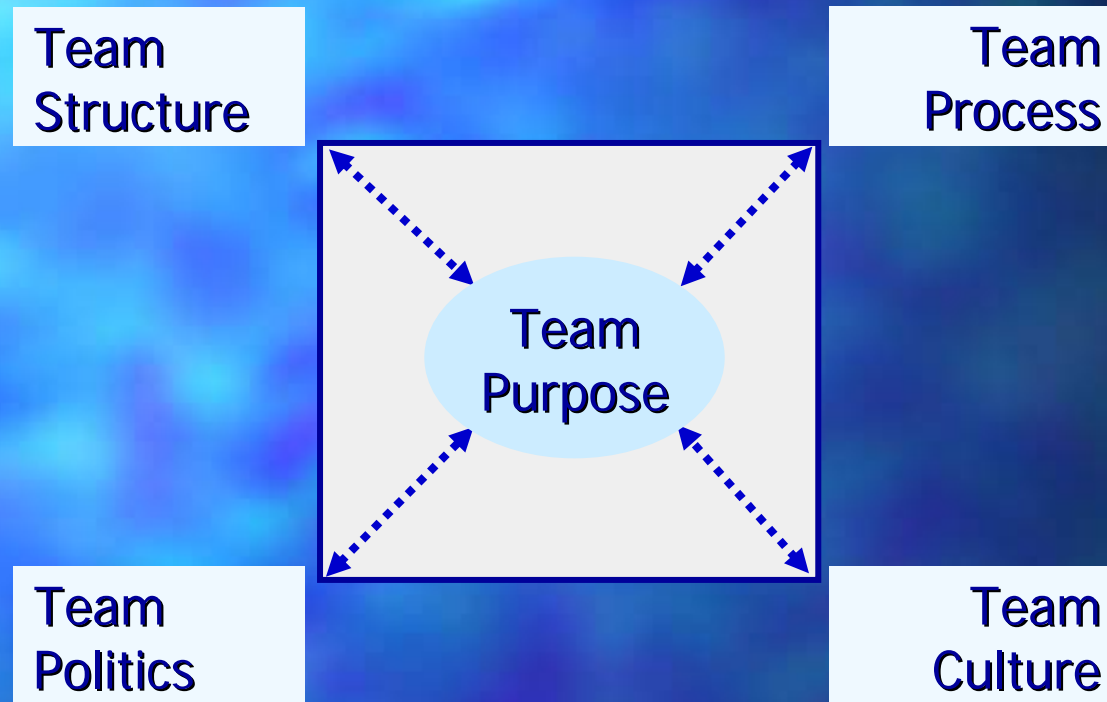# The Universe is Hostile to the Success of Your Projects.

What Are You Doing About It?

What is
Project Management?

. . . the art and science of
"Getting Work Done"
with the active
cooperation of your team

People Make Projects Happen!

Team Structure

Team Process

Team Purpose

Team Politics

Team Culture

Presentation Objectives …
The Five Pillars of a Team &
Ten Golden Rules

Project Management Environment

- Accelerated implementation schedules
- Downsizing, mergers & acquisitions
- Faster technology obsolescence
- New and unproven technologies
- Technology focused resources
- Business: Knowledge driven

Emerging Trends

- Projects → Means to Achieve Change
- Hierarchical → Projectized Management
- Centralized → Distributed/Virtual Teams
- Technology → People/Process Focus
- Client/User → Multiple Levels/Expectations
- Stakeholders → Conflicting Demands
  - Team building … on the back burner!

The PM Challenge

- Attract the right resources
- Form a cohesive team
- Keep the team motivated
- Meet individual aspirations
- Get the work done!

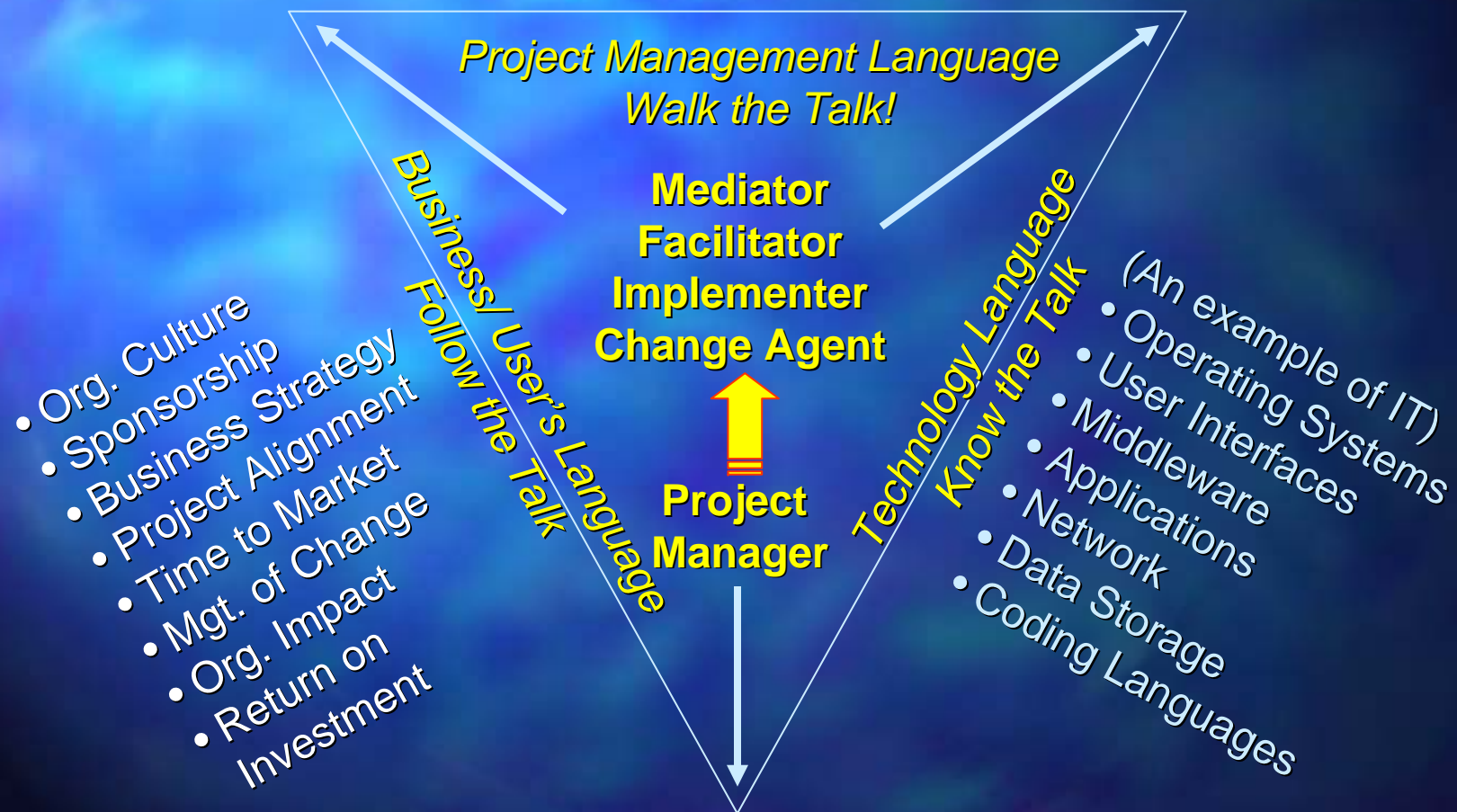. . . Follow the Golden Rules

Golden Rule #1

Assign a PM who is committed to success

- Credibility and People Skills
- Passion for the project
- Generates Confidence
- Genuinely interested in the Team
- Success Criteria - Outcome vs. Output

Project Manager – Skills & Competencies

- SOW, WBS, Milestones, Stakeholder
- Dependency, Critical Path, Schedule
- Risk Management, Expectation Mgt.
- Change Control, Communication …

Project Management Language
Walk the Talk!

Mediator
Facilitator
Implementer
Change Agent

Project Manager

Business/ User's Language
Follow the Talk

- Org. Culture
- Sponsorship
- Business Strategy
- Project Alignment
- Time to Market
- Mgt. of Change
- Org. Impact
- Return on Investment

Technology Language
Know the Talk

(An example of IT)
- Operating Systems
- User Interfaces
- Middleware
- Applications
- Network
- Data Storage
- Coding Languages

Golden Rule #2

Develop a Project Organization

- Internal pre-kickoff
- External kickoff
- Vision/purpose/goals
- Inter/intra group dynamics
- Introduce team players
- Project Organization

Who's Doing What to Whom?

**Management/ Steering Committee
(Delivery & Client Organizations)**

**Define the Roles -
Who, What, When,
Where, Why & How?**

| Delivery Organization Sponsor | Client Organization Sponsor |

| Project Stakeholders | Delivery Project Manager | Client Project Mgr. (Acceptor) | Client Organization |

| Project Team | Client/ User Team |

→ Escalations

┅┅► Relationships

**Project Organization ..... the first step towards
defining Roles and Responsibilities**

Golden Rule #3

Insulate Team from Organizational Politics & Management Issues

- Client interface responsibility
- Focus on individual deliverables
- Awareness of stakeholder expectations
- Continually sell the project
- Manage internal & external politics
  - Budget, Buy-in, Approvals, Resources
  - Dept. Goals, Priorities, Commitment

Managing Project Politics

"Having the organizational savvy
to get your ideas and
recommendations accepted"

Good politics . . . the art of meeting members'
needs, solving problems & communicating
recommendations . . . to influence project
direction towards its intended outcome.

Ref: "TEAMS" by Eileen and Luis Aranda

Golden Rule #4

Goal Setting …
Teams Optimize, Individuals Maximize

- Team goals
- Team dynamics
- Individual goals/ WIIFM
- Motivational factors
- Team Purpose

Effective Goal Setting

SMART Goals

Specific
Measurable
Achievable
Realistic
Target-driven

Results-oriented Goals

Challenging Goals

Goal Commitment

Participation in Goal Formation

Task Effort

Task Performance

Golden Rule #5

Encourage & Facilitate . . .
. . . Open Communication

- Structured communication
- Must be meaningful
- Help the project move forward
- Exercising authority/responsibility/ empowerment
- Delegation/escalation/resolution
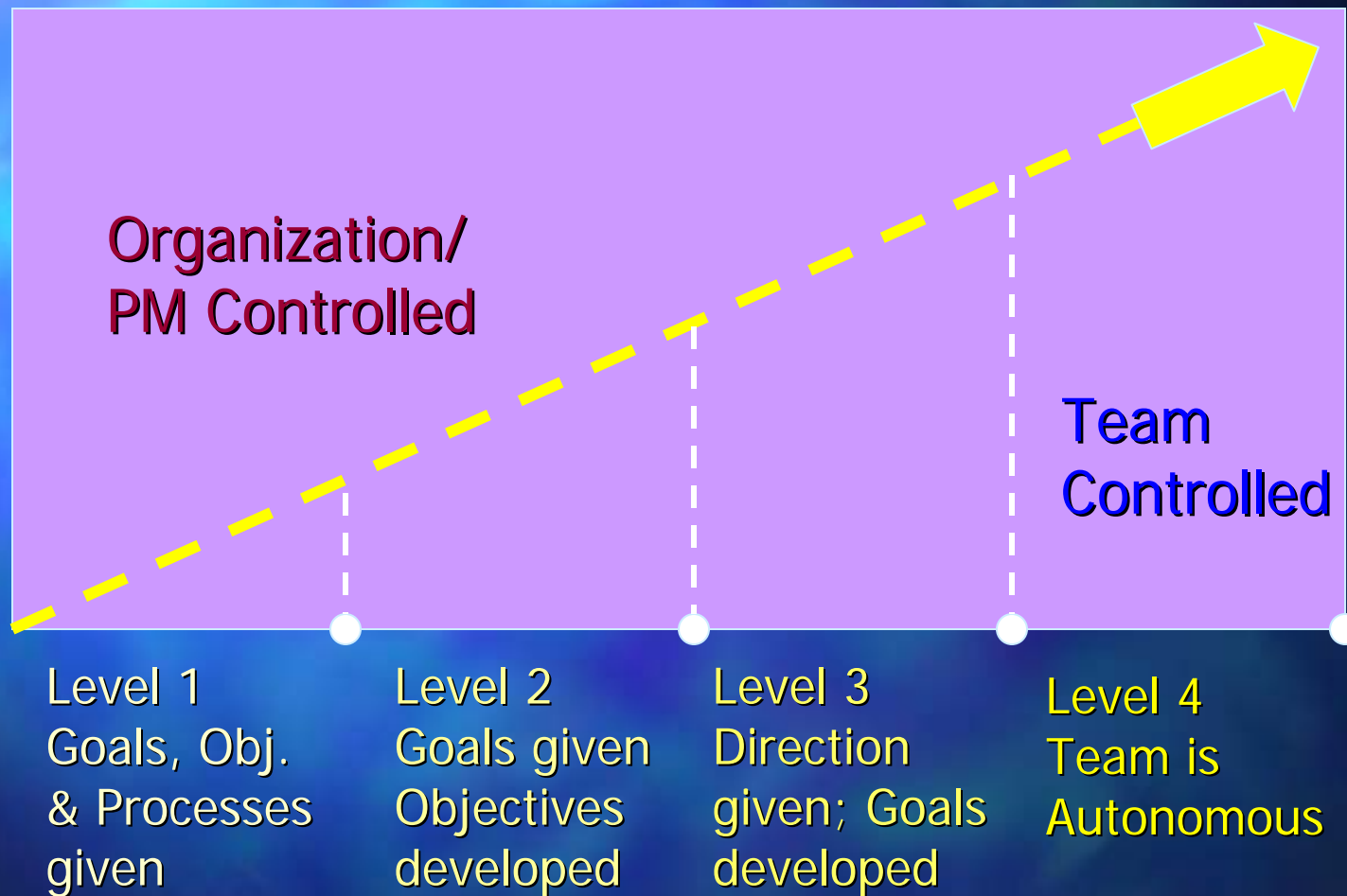
Communication Challenges

Shoot the Messenger

Willful Deception/ Wishful Thinking

Filtering Info.

Psychology of Denial

Org. Culture

Failure to Speak Up

Suppress Bad News

Psychology of Denial

Golden Rule #6

Institutionalize Positive Mindset

- Committed team members
- Emphasis on problem resolution
- Facilitate, Mediate, Negotiate
- Consistent Team Processes
- Value differentiation
  - Excellence, Integrity, Learning, Serving
- Unique team "Culture"

Is Your Team Empowered?

**Organization/
PM Controlled**

**Team
Controlled**

Level 1
Goals, Obj.
& Processes
given

Level 2
Goals given
Objectives
developed

Level 3
Direction
given; Goals
developed

Level 4
Team is
Autonomous

Golden Rule #7

Practice the Five "R"s

- Respect
- Recognition
- Rewards
- Rest
- Recreation

Celebrate significant milestones!

Golden Rule #8

Institutionalize Positive Mindset

- Learning experience
- Opportunity to develop expertise
- Unique skills of team members
- Integrate individual benefits into results
- Adoption of processes
  - How do we interact
  - Language/ Code of behaviour
  - Formality/ Expectation Setting
  - Coaching team members

Golden Rule #9
Implement Consistent & Predictable Processes

- Standard Methodologies
- Expectation setting/consequences
- Common processes
- Team Interaction
- Briefing and Debriefing
  - Establish common, consistent goals
  - Conduct "Lessons Learned" reviews
  - Institutionalize process improvement
  - Learning is accelerated … a process
  - Experience is increased … an asset

Golden Rule #10

Transition the Team Graciously

- Project closure
- Project archiving
- Performance feedback
- Post Implementation Review
- Acid Test

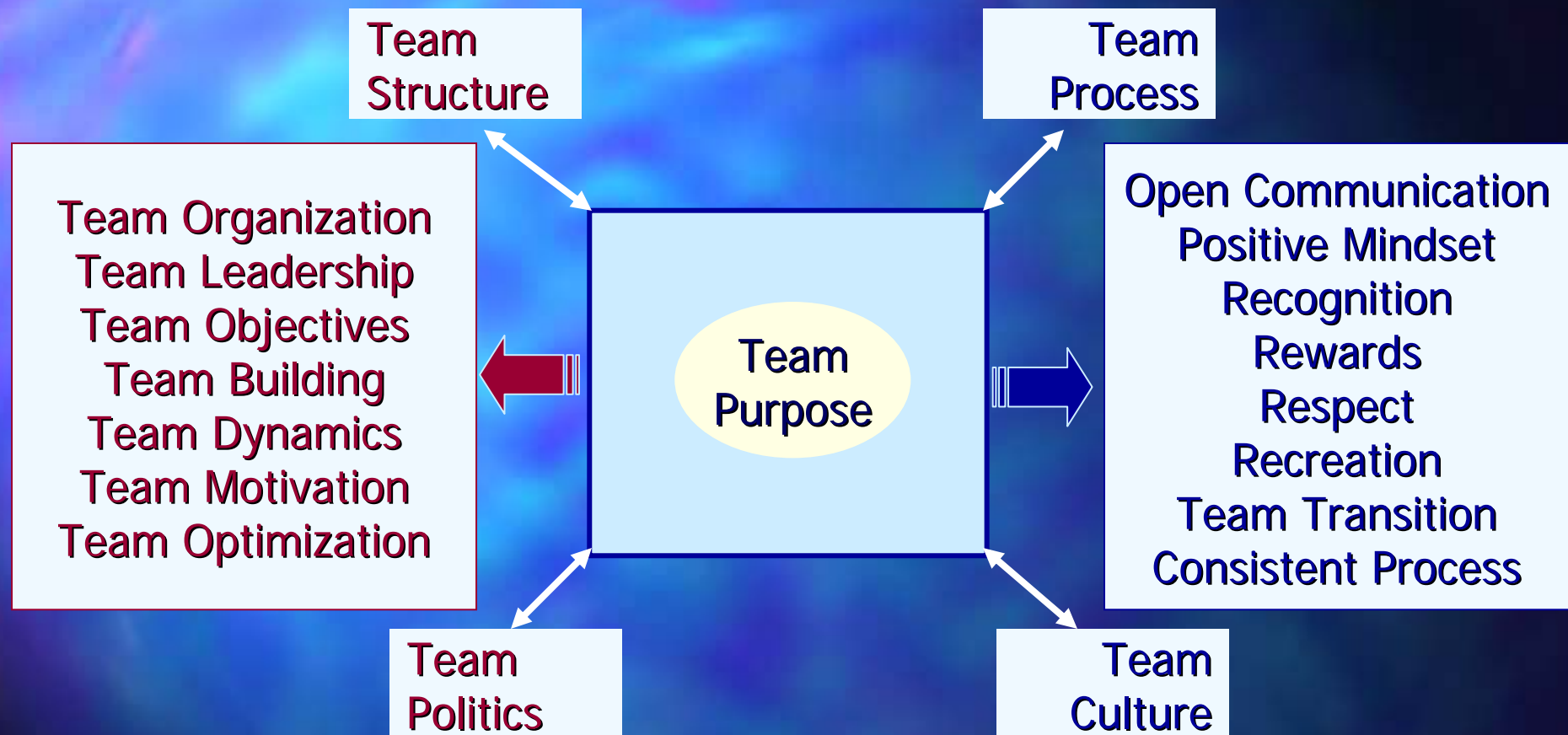*"Count me in for your next project!"*

Top Ten Rules

#1 Develop a Project Organization

#2 Formulate a Team Purpose

#3 Scope and Sell the Project

#4 Insulate Team from Management Issues

#5 Address the WIIFM . . .

    Teams Optimize, Individuals Maximize

#6 Encourage & Facilitate Open Communication

#7 Institutionalize Positive Mindset

#8 Remember the Five "R"s

#9 Implement Consistent & Predictable Processes

#10 Transition the Team Graciously

Build your team with The Five Pillars

Team Building ... The Five Pillars

Team Structure

Team Process

Team Organization
Team Leadership
Team Objectives
Team Building
Team Dynamics
Team Motivation
Team Optimization

Team Purpose

Open Communication
Positive Mindset
Recognition
Rewards
Respect
Recreation
Team Transition
Consistent Process

Team Politics

Team Culture

People Make Projects Happen!
Invest in building and nurturing your Project Team

"If you want to build a ship, don't drum up the men to gather up the wood, divide the work and give orders. Instead, teach them to yearn for the vast and endless sea."

- Antoine De Saint-Exupery

What is your team yearning for?

Additional Resources

Checklist for evaluating Project Management and Team Building maturity in your organization

Please refer to

http://www.d2i.ca/whitepapers.php

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